A COMPARATIVE STUDY OF SELECTED PSYCHOLOGICAL VARIABLES AND JOB SATISFACTION AMONG THE PLAYERS APPOINTED IN DIFFERENT ORGANISATIONS UNDER SPORTS QUOTA

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Abstract:

In India, government organizations such as the Indian Railways and Defence Services have long played a vital role in supporting the athletic community by offering employment opportunities under the sports quota. This initiative not only acknowledges the achievements of athletes but also secures their post-competitive future by providing stable, long-term employment. However, the transition from the highly dynamic and physically demanding world of sports into the structured, hierarchical settings of these public sector roles brings with it significant psychological and emotional challenges. The present study critically examines the psychological well-being of these sportspersons-turned-employees, focusing specifically on job/occupational stress, job anxiety, and aggression, and their collective impact on job satisfaction.

The psychological dynamics faced by sports quota employees in Railways and Defence services are often underestimated. The structure and function of these workplaces differ fundamentally from the sports field. Athletes accustomed to adrenaline-driven tasks, immediate feedback, and a goal-oriented environment are suddenly embedded into institutions where tasks may be routine, feedback delayed, and hierarchies rigid. This transition poses multiple adjustment challenges and contributes to the emergence of psychological discomfort in the form of stress, anxiety, and frustration-induced aggression. These psychological variables have a significant bearing on job satisfaction, a critical determinant of employee performance, mental health, workplace harmony, and organizational retention. The study aims to compare these psychological dimensions between sports quota employees in the Indian Railways and the Defence Services to highlight variances arising due to organizational structure, culture, and operational demands.

Job/occupational stress, in this context, is understood as the physical and emotional strain emerging when job demands exceed an individual's coping capacity. For athletes entering administrative or technical roles, the source of stress often includes role ambiguity, monotonous tasks, limited autonomy, and a perceived lack of relevance of their sporting achievements. The study evaluates how these stressors affect their day-to-day engagement and long-term commitment to their job roles. Stress leads to emotional exhaustion and reduced workplace involvement, directly impairing job satisfaction.

Job anxiety, distinguished from stress, encompasses internalized feelings of fear and apprehension related to job performance, peer comparison, and job security. This anxiety is often heightened in sports quota employees due to their unfamiliarity with bureaucratic systems and fear of underperformance in an alien environment. The lack of mentorship and support mechanisms further exacerbates their insecurity. Persistent job anxiety results in disengagement, emotional withdrawal, and diminished enthusiasm, thus negatively affecting job satisfaction.

Aggression, another focal point of this study, is often a manifestation of unresolved stress and anxiety. While athletes are trained to channel aggression constructively, the bureaucratic constraints of the workplace offer limited outlets for such expression, leading to confrontational behaviors, irritability, or passive-aggressive tendencies. Aggressive behaviors can disrupt workplace relationships, foster conflicts, and isolate the individual socially, contributing to a hostile work environment and further decreasing job satisfaction.

Job satisfaction, the psychological state that reflects contentment with one's role, emerges as the central outcome of this interplay of stress, anxiety, and aggression. In this study, job satisfaction is considered a multidimensional construct influenced by both internal emotional states and external work conditions. The research explores how variations in leadership style, peer support, job clarity, and recognition systems in Railways versus Defence influence overall job satisfaction levels in sports quota employees.

The objectives of this study are: (1) to compare job/occupational stress levels among sports quota employees in Railways and Defence; (2) to compare job anxiety levels across the two groups; (3) to assess the prevalence and nature of aggression among them; (4) to measure and compare overall job satisfaction; and (5) to analyze the interrelationship among these psychological variables. Through a comparative design, the study utilizes standardized psychological assessment tools and statistical techniques to determine both mean differences and correlation patterns among the variables.

The study is grounded in theoretical frameworks such as Lazarus and Folkman's transactional model of stress, which emphasizes the individual's cognitive appraisal in response to workplace demands, and the Job Demands-Resources model, which posits that job resources can buffer the negative effects of job demands on well-being. Empirical evidence from organizational

psychology consistently supports the notion that high job stress, anxiety, and aggression correlate negatively with job satisfaction. The current research builds upon this foundation, applying it to a unique demographic—sports professionals in bureaucratic employment—to address a significant gap in literature.

The significance of this study lies in its potential to inform organizational strategies and HR practices tailored to the needs of sports quota employees. Given the growing number of athletes entering government service, a deeper understanding of their psychological challenges can lead to the design of more inclusive and supportive workplace environments. Practical implications include the development of induction programs focused on psychological adaptation, integration of counseling services, opportunities for continued sports involvement, and leadership training that fosters empathy toward athlete-background employees.

The study also holds policy relevance. It can aid policymakers in revising sports quota recruitment frameworks to include post-placement support. By integrating psychological well-being as a criterion in employee evaluation and career development, institutions can ensure long-term productivity and retention. Organizational leaders may use these insights to enhance team dynamics, reduce turnover, and promote workplace harmony.

The methodology involves the use of validated scales for job stress, job anxiety, aggression, and job satisfaction. Participants are drawn exclusively from the Railways and Defence sectors, with criteria including a minimum of five years of service and age range between 30 and 50 years. The cross-sectional design, though limiting in tracking changes over time, provides a snapshot of the current psychological state of these employees. While the exclusion of female employees and reliance on self-report data may introduce biases, the study's focused scope allows for in-depth comparative analysis.

The hypotheses formulated in the study assert that there are no significant differences between the two groups in terms of stress, anxiety, aggression, and job satisfaction. These null hypotheses are tested using statistical methods such as t-tests and correlation analyses. The results are expected to either confirm or reject these hypotheses, thereby providing empirical clarity on the psychological variances between the two organizations.

A detailed review of related literature reinforces the study's rationale. Previous research has shown that job satisfaction is heavily influenced by organizational support, clarity in role definition, peer relationships, and opportunities for personal growth. Studies involving police personnel, healthcare workers, educators, and referees across different countries underline the critical impact of psychological stressors on job performance and satisfaction. Yet, very few have focused on the unique category of athlete employees in structured government roles, making this research both novel and necessary.

The study's contributions extend to several stakeholder groups. For sports personnel, it provides validation and awareness of the psychological challenges they face post-career transition. For HR departments, it offers a framework to identify early signs of distress and implement preventive measures. For researchers, it bridges the gap between sports psychology and organizational behavior, proposing new directions for future inquiry. For policymakers and administrators, it offers empirical evidence to guide reforms in employee welfare and quota management.

In conclusion, this research highlights the complex psychological journey of sports quota employees as they adapt from the world of competitive athletics to structured bureaucracies. It shows how unaddressed stress, anxiety, and aggression can undermine job satisfaction and overall well-being. It advocates for proactive psychological support systems, better role alignment, and organizational sensitivity to athletic identity as critical tools for optimizing both employee satisfaction and institutional efficiency. The study thus not only fills a scholarly gap but also holds transformative potential for workplace inclusivity, mental health awareness, and long-term workforce sustainability in India's public sector.

CHAPTER I

INTRODUCTION

1.1 Background of the Study

In India, government institutions such as the Indian Railways and Defence Services have consistently played a significant role in fostering athletic talent by providing employment opportunities to sportspersons under the sports quota. This initiative not only offers financial stability and career assurance to athletes but also ensures the continuity of their involvement in sports at a professional or semi-professional level. However, once these athletes transition from the competitive sports domain into the more rigid, structured environments of public sector employment, they are faced with new psychological demands and workplace challenges that differ vastly from their earlier experiences on the field. Unlike the dynamic and goal-driven environment of sports, the institutional structure of Railways and Defense imposes strict discipline, hierarchical authority, administrative responsibilities, and performance expectations that may not align with the athlete's prior lifestyle or mental conditioning. This transition may lead to psychological strain, especially when individuals are not fully equipped to cope with the demands of bureaucratic systems. Psychological variables such as **occupational stress**, **job anxiety**, and **aggression** begin to surface as athletes strive to adjust to new roles, responsibilities, and expectations. These psychological states are not only detrimental to the individual's mental well-being but also have a profound impact on **job satisfaction**, which is essential for productivity, motivation, and long-term engagement in the workplace. Job satisfaction, in particular, acts as a buffer against stress-related outcomes and can determine the overall quality of work life. The comparison of these psychological variables among sports quota employees in different organizational environments is essential, as the nature of duties, organizational culture, leadership style, peer relationships, and support systems in the Railways differ significantly from those in Defe nce services. By examining and contrasting the psychological profiles of sports quota employees in these two sectors, this study aims to provide a clearer understanding of how different work environments influence the mental state and satisfaction levels of former athletes, and how this may impact their performance and retention in the long run.

The present study is critically needed due to the **unique psychological and professional challenges** faced by sportspersons appointed under the **sports quota** in government organizations such as the **Indian Railways** and the **Defence Services**. These athletes, who once operated in highly dynamic, physically active, and performance-centric environments, are often required to make a substantial psychological and functional shift upon entering these structured, hierarchical workplaces. This shift involves adapting to bureaucratic procedures, routine administrative roles, strict reporting structures, and slower feedback mechanisms, which may not align with their prior experiences in competitive sports. As a result, many of these employees may experience increased **job/occupational stress**, **performance-related anxiety**, and **frustration-induced aggression**, especially if their roles do not fully utilize or acknowledge their athletic identity and accomplishments.

Despite the growing number of athletes being absorbed into such roles through quota-based employment policies, **there is a significant lack of empirical research** examining their **psychological adjustment, emotional well-being, and overall job satisfaction**. Most existing studies in the field of organizational behavior and sports psychology focus on either athletes in performance contexts or general employee populations, leaving a critical gap in understanding the transitional challenges faced by this hybrid group of individuals—who are athletes by training, but employees by profession.

Job satisfaction is a key determinant of productivity, retention, mental health, and workplace harmony. When it is compromised by unaddressed psychological factors such as stress, anxiety, or aggression, the individual may experience burnout, disinterest in professional growth, conflict with colleagues, or even early disengagement from their roles. In institutions like the Railways and Defence, where discipline and teamwork are essential, the psychological misalignment of sports quota employees can also affect organizational efficiency. Therefore, this study is essential to **systematically examine the extent to which psychological variables impact job satisfaction** among this distinct employee group.

Moreover, the findings of this study can provide practical recommendations for **human resource departments**, **policy makers**, and **organizational leaders** to develop **targeted interventions**—such as counseling, role realignment, mental health training, and motivational programs—that

support the psychological adaptation and well-being of sports quota employees. It will also aid in designing **inclusive, athlete-sensitive work environments** where former sportspersons can thrive, feel valued, and contribute meaningfully beyond their athletic years. In this way, the study not only addresses an academic gap but also serves an important **social and policy-oriented purpose**, ensuring the long-term success and emotional health of a valuable yet often overlooked workforce.

RELATIONSHIP BETWEEN JOB/OCCUPATIONAL STRESS AND JOB SATISFACTION

Job or occupational stress refers to the physical and emotional strain that arises when the demands of a job exceed an individual's ability or resources to cope effectively. In the context of sports quota employees working in structured organizations like the Indian Railways and Defence Services, occupational stress may arise from multiple sources—rigid hierarchical systems, long working hours, lack of autonomy, high performance expectations, and difficulty in adjusting from a sports-centered lifestyle to a bureaucratic or regimented work environment.

For athletes-turned-employees, this transition can be particularly taxing. In competitive sports, performance is individual or team-based, often rewarded immediately and fueled by personal passion and public recognition. However, in administrative or technical job roles within government sectors, gratification is slower, roles are often less dynamic, and the work may lack the adrenaline-driven excitement that sportspersons are used to. As a result, **persistent exposure to stressors such as role ambiguity, excessive workload, lack of appreciation, or job insecurity can lead to emotional exhaustion, irritability, decreased motivation, and burnout**.

This chronic state of stress negatively affects an individual's perception of their job. Employees begin to feel disconnected from their tasks, undervalued by their organization, and emotionally drained. When the experience of work shifts from being a source of pride and stability to a source of tension and fatigue, job satisfaction declines sharply. This inverse relationship between occupational stress and job satisfaction has been consistently supported by organizational psychology research. High levels of stress erode the sense of accomplishment and diminish overall morale.

For example, a sports quota employee in the Railways who is overburdened with shifts or clerical tasks that feel monotonous, with little time for physical activity or sports involvement, may gradually become frustrated. If they perceive their sports identity being lost and feel unrecognized or over-controlled, it increases stress levels. Consequently, they may report low enthusiasm for their job, express dissatisfaction in organizational surveys, or even consider leaving the position prematurely.

In contrast, when stress is well-managed—through supportive leadership, workload balance, clear communication, wellness programs, and sports involvement opportunities—employees feel more engaged and valued, which enhances their job satisfaction. Therefore, **there exists a clear, inverse relationship between job/occupational stress and job satisfaction**. The higher the level of stress an employee experiences, the lower their satisfaction with their job tends to be.

RELATIONSHIP BETWEEN JOB ANXIETY AND JOB SATISFACTION

Job anxiety refers to the persistent feelings of worry, uneasiness, fear, or apprehension related to one's job roles, performance, expectations, or job security. It is a psychological state that stems more from internal pressures than external ones. While stress is often caused by external factors like deadlines or workload, anxiety arises from **internal doubts, fear of failure, fear of negative evaluation, or anticipation of possible threats in the workplace**.

For employees recruited under the **sports quota**, job anxiety can emerge when they struggle to adapt to a formal work environment after years of being immersed in competitive sports. In sports, performance feedback is often immediate, goal-setting is athlete-centered, and success is tangible and celebrated. However, in organizations like Railways or Defence Services, these individuals may face **unclear expectations**, **lack of direct performance feedback**, or **insufficient familiarity with administrative protocols**, which can trigger self-doubt. They may worry excessively about not meeting expectations, appearing incompetent, or failing to understand organizational procedures — especially if their role differs drastically from their sports background.

Job anxiety also includes **anticipatory fears**, such as being transferred, facing criticism, or losing job status, which can become mentally overwhelming. When an employee begins each workday

with apprehension or a sense of dread, it can deeply affect their focus, motivation, and emotional engagement with their work. This leads to a condition often described as "working under tension," where the employee feels mentally present but emotionally absent.

An anxious employee may avoid responsibilities, hesitate to participate in group tasks, or refrain from sharing ideas out of fear of judgment. Over time, this **withdrawal from meaningful engagement with the job** contributes to a decline in **job satisfaction**. They may start to feel unfulfilled, misunderstood, and alienated, as the emotional turmoil prevents them from forming positive workplace relationships or experiencing pride in their work.

Moreover, **high job anxiety affects productivity and self-esteem**, which further deteriorates satisfaction. The individual begins to perceive their job not as a platform for growth, but as a source of ongoing emotional disturbance. Unless this anxiety is acknowledged and addressed—through mentoring, mental health support, or job role clarification—it creates a cycle of negative emotions that erodes job satisfaction.

Therefore, a **high level of job anxiety is directly and negatively related to job satisfaction**. The greater the feelings of anxiety regarding one's job, the lower the level of contentment and fulfillment one is likely to experience in their role.

RELATIONSHIP BETWEEN AGGRESSION AND JOB SATISFACTION

Aggression in the workplace refers to a pattern of hostile, confrontational, or emotionally intense behaviors that may be verbal, physical, or passive-aggressive in nature. It often arises when an individual experiences **persistent frustration, emotional strain, feelings of injustice, or perceived lack of respect or recognition**. In the context of employees appointed under the sports quota, aggression can manifest when there is a **mismatch between personal expectations and organizational realities**, or when emotional needs remain unmet over time.

For many athletes, competitive sport teaches them to channel aggression constructively—toward victory, self-discipline, and physical performance. However, in a bureaucratic or militarized work environment like the Railways or Defence Services, where strict protocols, limited autonomy, and layered hierarchies are common, these athletes may feel **emotionally suppressed or**

professionally restricted. This internal friction may lead to outward expressions of aggression, especially when they feel overlooked, underutilized, or unfairly criticized.

Aggression in such settings can take many forms—**irritability during meetings**, **conflicts with peers or supervisors**, **withdrawal from team activities**, or even **sarcastic or hostile communication styles**. In many cases, aggression becomes a **defense mechanism** against feelings of helplessness or perceived loss of identity as an athlete. For instance, a former national-level player working in an office role without sports involvement may feel their talent is being wasted. If their concerns are not acknowledged, they may develop resentment and become difficult to manage or collaborate with.

This emotional state directly impacts **job satisfaction**. Aggressive employees often struggle to build positive relationships at work. Their behavior may isolate them socially, increase conflict with colleagues, and reduce their access to team support or mentorship. Over time, they may view their work environment as hostile or unwelcoming, regardless of whether the actual conditions are objectively negative. This **perceived negativity and constant emotional agitation lower their satisfaction** with the job, as their emotional experience of work becomes overwhelmingly unpleasant.

Moreover, aggression disrupts effective communication and teamwork, which are key contributors to a fulfilling job experience. When an employee is unable to express concerns calmly or resolve conflicts constructively, frustration escalates, making them more likely to disengage from their duties or harbor dissatisfaction.

In essence, **aggression acts both as a symptom and a cause** of low job satisfaction. It reflects unresolved emotional challenges and simultaneously damages the social and emotional quality of work life. Therefore, a **higher level of aggression is strongly associated with a lower level of job satisfaction**, especially in emotionally sensitive and structured work settings like the Railways and Defence sectors.

Job satisfaction is a crucial psychological outcome that reflects how positively an employee perceives and experiences their role within an organization. It is not shaped in isolation but is significantly influenced by various psychological variables, notably **job stress**, **job anxiety**, and

aggression. These three factors serve as key indicators for assessing job satisfaction, as they directly impact an individual's emotional state, interpersonal relationships, and sense of fulfillment at work. **Job stress**, stemming from excessive workload, lack of control, or unclear job roles, undermines an employee's ability to cope effectively, leading to emotional exhaustion and a decrease in job engagement (Lazarus & Folkman, 1984; Cooper, Dewe, & O'Driscoll, 2001). **Job anxiety**, on the other hand, involves internalized fears and insecurities about performance, job security, or evaluation, which can cause employees to experience persistent worry and mental tension, reducing their enthusiasm and confidence in their role (Spielberger & Vagg, 1995; Dollard & Winefield, 2002). **Aggression**, often an outcome of prolonged frustration or emotional dissatisfaction, further disturbs the work environment by damaging communication, increasing interpersonal conflict, and eroding trust (Baron & Neuman, 1996; Spector & Fox, 2005). Together, these variables provide a multidimensional view of an employee's psychological climate within their workplace. When any of these are elevated, they signal a breakdown in the employee's emotional harmony and organizational attachment, leading to dissatisfaction and disengagement (Judge, Thoresen, Bono, & Patton, 2001). Conversely, lower levels of stress, anxiety, and aggression typically reflect a healthier, more balanced work environment, where employees are more likely to experience contentment, motivation, and loyalty (Locke, 1976; Bakker & Demerouti, 2007). Therefore, by evaluating these three psychological dimensions, one can gain a thorough and accurate understanding of an individual's job satisfaction. They not only act as warning signs of potential dissatisfaction but also serve as diagnostic tools to evaluate the overall emotional and mental well-being of employees, especially those in transitional roles such as sports quota employees in the Railways and Defence sectors. Their collective assessment offers a comprehensive framework to gauge how well an organization is meeting the psychological and emotional needs of its workforce, making them essential variables in the study of job satisfaction.

UNDERSTANDING JOB SATISFACTION AND ITS IMPORTANCE IN THE WORKPLACE

Job satisfaction is a multifaceted psychological state that reflects how content and emotionally fulfilled an individual feels in their professional role. It encompasses the degree to which an employee's personal expectations, professional needs, and emotional aspirations align with the realities of their job. It is not merely about liking one's job; it is about finding a sense of **purpose,**

achievement, and psychological comfort within the organizational structure. High levels of job satisfaction indicate that an individual perceives their role as meaningful, rewarding, and emotionally stable, whereas low satisfaction suggests a disconnect between personal and organizational expectations, leading to disengagement and dissatisfaction (Locke, 1976; Spector, 1997).

In the context of **sports quota employees** appointed in government sectors like the **Indian Railways and Defence Services**, job satisfaction holds even greater importance. These individuals come from a unique background where their identities, routines, and achievements were deeply rooted in physical excellence, public recognition, and a performance-based environment. Transitioning into a government job—often administrative, technical, or procedural in nature—demands a major psychological shift (Taylor & Ogilvie, 1994). Unlike the dynamic and fast-paced nature of competitive sports, these roles are typically governed by rigid rules, strict hierarchies, slower feedback systems, and formal organizational cultures. The absence of immediate recognition or adrenaline-fueled accomplishment may lead to feelings of emotional void or professional stagnation if not addressed properly.

For such employees, **job satisfaction becomes a key indicator of how successfully they have adapted to this new phase of life**. It is influenced by how well they feel integrated into their departments, the value they perceive in their roles, the extent of autonomy they are given, and how meaningfully their prior athletic identity is acknowledged in the current environment (Chelladurai, 2006). Additionally, factors like supportive leadership, peer relationships, involvement in sports-related duties, and opportunities for advancement significantly contribute to their level of satisfaction (Judge, Thoresen, Bono, & Patton, 2001).

Job satisfaction, however, is not shaped by a single influence. It is a **complex interplay of multiple internal and external factors**. These include but are not limited to:

- **Workplace environment** (physical conditions, safety, cleanliness, organizational culture)
- **Recognition and reward systems** (acknowledgement of efforts, awards, promotions)
- **Interpersonal relationships** (with peers, subordinates, and supervisors)
- **Job roles and clarity** (clearly defined duties, realistic expectations)

- **Career development opportunities** (training, upskilling, chances for growth)
- **Psychological well-being** (emotional health, stress levels, mental comfort)

Among these, **psychological well-being is the cornerstone**, especially for employees in transition like athletes. When individuals experience **low job stress**, **low anxiety**, and **low aggression**, they tend to maintain emotional stability, perform better, and feel more motivated and secure (Bakker & Demerouti, 2007; Cooper, Dewe, & O'Driscoll, 2001). These states foster **positive workplace relationships, resilience, and confidence**, which are all essential for job satisfaction. Conversely, high levels of stress, anxiety, or aggression disrupt the mental and emotional balance necessary for a fulfilling professional experience. Such psychological strain results in irritability, poor concentration, strained relationships, absenteeism, decreased motivation, and, ultimately, **low job satisfaction** (Spector & Fox, 2005). Prolonged dissatisfaction may further lead to **burnout**, **poor health**, **withdrawal behavior**, or even **premature resignation or retirement**, thereby affecting both the individual and the organization (Maslach, Schaufeli, & Leiter, 2001).

Job satisfaction, therefore, **acts as a mirror of the employee's overall mental and emotional condition in the workplace**. A highly satisfied employee is typically more **productive, committed, creative, and loyal**. They demonstrate a higher tolerance for organizational challenges, contribute positively to team dynamics, and show initiative in task completion and innovation. On the other hand, a dissatisfied employee often becomes emotionally disengaged, avoids responsibilities, and may contribute to a negative work atmosphere, thereby reducing team effectiveness (Judge et al., 2001).

For organizations employing **sports quota employees**, ensuring job satisfaction is not merely a human resource function—it is a **strategic necessity**. These employees, with their background in discipline, performance, and competitiveness, can be **invaluable assets** if their transition is supported well. Providing them with roles where they can apply their sports knowledge, involving them in departmental sports events, offering flexible work conditions, recognizing their past achievements, and giving them clear goals can enhance their emotional connection to the job (Chelladurai, 2006).

In conclusion, **studying job satisfaction in relation to job stress, anxiety, and aggression provides a comprehensive psychological framework** to understand how well sports quota employees are adjusting to their professional environment. These three variables not only help in identifying the mental health status of employees but also serve as **predictors of overall job satisfaction**. Analyzing them allows administrators and policymakers to design effective interventions—such as counseling support, team-building exercises, and motivational programs—to enhance satisfaction, promote retention, and optimize the contribution of sports quota employees to their respective organizations. In this way, job satisfaction becomes both a measure and a goal—reflecting current emotional health and guiding future organizational strategy.

1.2 Statement of the Problem

Although sports quota appointments are common in Indian public sectors, there is limited research comparing the psychological well-being and job satisfaction of sports personnel employed in different departments. The workplace dynamics of the Railways and Defence are structurally different, potentially impacting employees' mental health and satisfaction levels differently. Hence, this study seeks to **compare the levels of job/occupational stress, job anxiety, aggression, and job satisfaction** among sports quota employees in these two organizations.

1.3 Objectives of the Study

The primary objectives of the study are:

I. To compare **job/occupational stress** among sports quota employees in Railways and Defence.
II. To compare **job anxiety** among the same groups.
III. To compare **aggression levels** among the two groups.
IV. To assess and compare **job satisfaction** in both groups.
V. To examine the relationships among psychological variables and job satisfaction in each group.

1.4 Hypotheses of the Study

For the objective evaluation of data, the following null hypotheses were formulated:

I. There is no significant difference in **job stress** between sports quota employees of Railways and Defence.
II. There is no significant difference in **job anxiety** between sports quota employees of Railways and Defence.
III. There is no significant difference in **aggression** between sports quota employees of Railways and Defence.
IV. There is no significant difference in **job satisfaction** between sports quota employees of Railways and Defence.

1.5 Delimitations of the Study

To maintain focus and ensure manageability, the study is delimited as follows:
i. The study is limited to **sportsmen** appointed under the **sports quota** only.
ii. Only employees from **Railways** and **Defence organizations** are included.
iii. Participants must have **at least five years** of work experience.
iv. The **age range** of participants is restricted to **30 to 50 years**.
v. Only the following psychological variables are assessed:

- Job/Occupational Stress
- Job Anxiety
- Aggression
- Job Satisfaction

1.6 Limitations of the Study

I. The study does not include **female athletes** employed under the sports quota.
II. The use of **self-reported scales** may lead to social desirability bias.
III. The study is **cross-sectional**, capturing psychological states at a single point in time.
IV. **Qualitative data** is not collected, so in-depth insights into experiences are limited.
V. The findings may not be generalizable to **private sector** employees or other government departments.

1.7 Definition and Explanation of Terms

I. **Job/Occupational Stress**: The level of emotional strain caused by the demands and conditions of the job.

II. **Job Anxiety**: Persistent worry or fear regarding job security, performance, or responsibilities.

III. **Aggression**: Behavior directed toward others with the intent to cause emotional or physical harm, often triggered by stress or frustration.

IV. **Job Satisfaction**: A subjective assessment of one's job contentment and fulfillment.

V. **Sports Quota**: A recruitment provision allowing athletes to be employed in public sector roles based on their sports achievements.

1.8 Significance of the Study

This study is significant in the following ways:

- It provides insights into the psychological functioning of sports personnel employed under the sports quota.
- It helps government organizations tailor psychological interventions and wellness programs.
- It contributes to sports psychology and organizational behavior literature by comparing distinct work environments.
- The study may influence **HR and administrative policy decisions** regarding workload, role clarity, and psychological support.
- It enhances understanding of the mental health needs of athletes transitioning into semi-military or structured public sector roles.

CHAPTER II

REVIEW OF RELATED LITERATURE

A study of relevant literature is an essential step to get a good comprehension of what has been done concerning the problem; under such a study, a review brings in new insight and helps the development of the research procedure. The review of related literature involves the systematic identification, location and analysis of documents containing information related to the research problem. The review tells the researcher – what has been done and needs to be done.

JOB SATISFACTION

Sumbul Tahir (2018) has conducted a study on a sample of 350 University teachers, selected through proportionate stratified random sampling. from four institutions of higher learning, namely, Delhi University, Jamia Millia Islamia, Indian Institute of Technology, Delhi and Indian Institute of Management, Lucknow by using Teacher Job Satisfaction Questionnaire (TJSQ) developed by Paula Lester in 1984 The respondents that formed the sample in this study were profiled. There were 112 Assistant Professors, 86 Associate Professors and 152 Professors having at least years of working experience. conclude that overall teachers are largely satisfied with their jobs here, though, the huge challenges before the country demand urgent attention to improvements in timely revision of Pay grades, infrastructure development, and introduction of amenities, recognition, and feedback programs, team building sessions amongst colleagues, and more focus on pure sciences and arts subjects. As both elite institutions of education, namely IIT, Delhi and IIM, Lucknow have shown extremely high levels of teacher job satisfaction, emulated their lead, while keeping situational considerations in mind, will be a good idea.

Choi H & Chiu W (2017) Researcher studied to find out the influence of the perceived organisational support, career commitment and job satisfaction on turnover intention of Football referees. Data has been obtained from 172 South Korea referees and were recruited to study one by using face to face survey. The survey instrument consists of three variables included career commitment, job satisfaction, and perceived organisational support to turnover intention of football referees. To test the research hypothesis model, partial test squares structural modeling has been utilized to measures collected data. Final outcomes shown that a statistically suggestive

organisational support has been found for job satisfaction, career commitment, as well as turnover intention. There has been positive impacts on career commitment and job satisfaction, but Job satisfaction and job dedication negatively influence referees turn over intention.

Mohanraj, C., & Natesan, M. R. (2015) conducted a study on "stress and job satisfaction of the women police constables working in Coimbatore district, Tamil Nadu." For the above study 240 sample was selected by following multi- stage sampling and the responses were collected by applying questionnaire method which was comprises of three parts. The first part deals with the personal profile namely age, religion, education, marital status, working experience, designation and the place of working of the respondents and the second part of stress was measured by using police stress scale prepared by Dr. Beulah Shekhar which measures the organizational and operational stress of police personnel. Thirdly Police job satisfaction was measured by using police job satisfaction scale of Dr. Beulah Shekhar. Results of the study showed that 51.3% of respondents were between the age group of 18 – 26, almost half i.e., 44.6 of them were graduates and 49.6 % were unmarried. It was also noticed that education, marital status and experience has made significant variance in the stress among women constables whereas stress of the women constables was found negatively correlated with job satisfaction.

Gyamfi, G. D. (2014) conducted a study on "Influence of Job Stress on Job Satisfaction: Empirical Evidence from Ghana Police Service." The study was conducted in the year 2011 on Ghana Police Service at Accra North Division. For the study prospective analysis was made on 200 Police officers who were selected by using convenience sampling, from a total population of 335 personnel at the Division. The researcher tried to analyze the influence of physical environment, role overload (moderators of stress), role ambiguity, supervisor support and coworker support i.e., social support on job satisfaction among the officers. On the basis of Regression analysis it was revealed that: physical environment and role ambiguity had negative and non-significant relationship with job satisfaction. Secondly, coworker support had moderately positive significant influence with job satisfaction of police officers. Thirdly, positive and non-significant relationship was found between supervisor support and job satisfaction. Fourthly, positive significant relationship was also found between coworker support and job satisfaction.

Fişekçioğlu & Duman (2010) the present study is carried out on Job satisfaction level of sports mangers' working in Amateur Sports Clubs. The researcher was surveyed by the personal interview. The study was assessed the extent to which differences in age, experience, and education qualitative research. One hundred managers were selected for the survey to measure the job satisfaction level. As a result, Evaluation findings revealed that the managers were relatively satisfied with various features of Job satisfaction. Satisfaction levels of mangers age group 30 to 40 has found in a higher level of job satisfaction than to increasing the age group managers. Comparison between sports managers of different education levels and satisfaction levels are those who completed high school education have more job satisfaction than university graduates.

JOB/OCCUPATION STRESS

Hunnur, R. R., & Bagali, M. M. (2014) conducted a study on "a relationship between occupation stress index dimensions and demographic variables of police sub inspectors and asst. sub inspectors in police department." This research identified many of the stresses that are placed on police personnel, and various stressors and the relationship between the stress dimensions and the demographic variables like age, education qualification and work experience. The purpose of this research paper was to understand the stress on different demographic profile such as age, education qualification, and work experience. The research method used for this paper was relied upon survey, professional papers, articles, and internet sources. Research indicated that there was no significant relation between the occupational stress dimensions and the demographic variables of PSI/ASI personnel's.

Hunnur, R. R., Bagali, M. M., & Sudarshan, S. (2014) conducted a study on "Cause and effect of workplace stress among police personnel: An empirical study." For the purpose of the study Police Sub Inspector (PSI) and Assistant Sub Inspector (ASI) (sample size 50) four district of Karnataka i.e., that is Bagalkot, Bijapur, Belgaum and Dharwad as selected as subject. Occupational Stress Index was used. This index examines 12 particular dimension's role over load, role ambiguity, role conflict, Unreasonable group and political pressures, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic impoverishment, low

status, strenuous working conditions and unprofitability. To analyze the data descriptive statistics was used and findings of the result revels that out of 12 dimensions, 9 dimensions are causing high stress in police department those are role over load, role conflict, Unreasonable group and political pressures, under participation, powerlessness, poor peer relations, intrinsic impoverishment, strenuous working conditions and unprofitability, whose mean score was more than the cut of score. Among these roles over load, Unreasonable group and political pressures, strenuous working conditions, role conflict and intrinsic impoverishment are the main cause for high stress among PSI and ASI. Overall Occupational Stress Index has shown 95.9 % high stress in police department, which state that among 50 respondents, 47 are experiencing high stress.

Rakshase, B. (2014) conducted a study on "Occupational stress and coping in Maharashtra police personnel: A comparative study." The ranking of the crime rate in Maharashtra has been changing at ascending direction and that may be due to internal as well as external reasons. Majority of the analysts have interpreted these causes in life style, odd working hours, changing pattern of the crime etc had increased the occupational stress. In present investigation, efforts were made to study the occupational stress and coping in Maharashtra Police personnel. The level of occupational stress and coping is assessed and compared among officers and constables knowing the level of authority, autonomy and other work-related factors. For assessing the level of occupational stress and coping style of Maharashtra police personnel, researcher used Occupational Stress Inventory-Revised by Osipow (1998). The sample was divided on the basis of their job status and tenure, i.e. officers and constables and above sixteen years of service and below fifteen years of service. It was found that there was no significant difference on the score of occupational stress between officers and constables. There was significant difference on the score of coping style between officers and constables. Further it was found that there was significant difference on the score of occupational stress between those who are below fifteen years of service and above sixteen years of service. Finally, investigator concluded that the job status and tenure of service are important factors which affect the level of occupational stress and coping style among police personnel.

Patel, M. M. (2014) conducted a study on "various classes of police officers in the traffic division of Ahmadabad and their job stress/anxiety/worry." For this the sample selected was Constables and Head Constables who held an experience of 1-5 years of duty (60 samples) and 10-15 years of

duty (60 samples). The total samples in the population were 120 (N=120). The samples were selected from a variety of regions throughout the city of Ahmedabad. To measure the job-related stress, the Job Stress Scale was used which was developed by A. K. Shrivastava and M. M. Sinha. The psychometric method used for statistical analysis was the t-test. The study showed that the second group (10-15 years' experience) showed less work-related stress than the first group (1-5 years' experience); in both the classes of officers, that is, constables and head constables.

Ro, H. et al. (2014). *Jay-Customer Behaviors, Stress, and Satisfaction* Customer aggression increased stress and decreased satisfaction in hospitality workers. Guest-contact employees are often exposed to stressful situations resulting from jay-customer behaviors. The purpose of this study is to examine how jay-customer behaviors (customer incivility and customer aggression) affect employee job stress and job satisfaction. Surveys of 210 participants working as guest-contact employees in hospitality organizations were analyzed. The results show that customer incivility leads to decreased employee job satisfaction, which is fully mediated by increased job stress. The findings of this study suggest that hospitality managers should acknowledge the negative impact of jay-customer behaviors on employees and make efforts to minimize this effect through training, procedures, and supporting systems.

JOB ANXIETY

İlimdarYalçın (2016) has investigated the decision making and trait anxiety level of football referees on different variables. Seventy-two football referees were regional, and national referees are the samples for the study. T-test and one way ANOVA statistical technique used for this study. The analysis gave results that there is a favour to the referees in the decision-making process, education of self-respect and high attention. The level of trait anxiety of referees was determined lower in graduate education level referees comparing with undergraduate degree referees.

Zorba E (2016) had evaluated the traits anxiety levels of football referees according to certain variables. A total of 106 football referees who served in the province of the Aegean region were taken as a sample of the study. "State and Trait Anxiety Inventory", which was established by C. Spielberg (1970), was used to collect the data. Data has been determined by using Kruska-Wallis and Mann Whitney-U, which have been used to analyze data. The outcomes of evaluation was

found that there was no substantial difference in trait anxiety levels before and after the competition according to gender, referees categories & referees times.

Pandey (2014) researcher analyzed the anxiety level of the referee belonging to team games and individual games. For this investigation, data were obtained from 60 referees belonging to team games, and individual game referees were administrated NIST and Dielh (1990) for this study, an anxiety questionnaire used for analysis. Evaluated results revealed that there has been no substantial difference in the anxiety level of the referees of a team game and individual game referees. Finally, research concludes that anxiety among umpires or referees was not determined by the type of sports belonging to team games and individual games as there was no significant difference between them.

Bjorn, Tommy (2013) had investigated the decision making & anxiety level among Norwegian top-class soccer referees. The study was conducted to assess the anxiety levels for soccer referees. For this study, 83 subjects were used (73 men &10 women). 20 to 46 years was the age of groups. The data have been collected with the help of the Survey Questionnaire. Descriptive information and ANOVA were used to investigate the differences in Anxiety level. Finally, the researchers concluded that the referee competence was being weaker are expressively high on anxiety as compared to another referees.

Vouvet B et al. (2013) The current research has been performed for finding relationship between job Anxiety along with coping among soccer referees. The method used to carry out this study by using the duel trajectory model to assess joint probabilities of job anxiety & coping and specific relationship on the intensity of job anxiety with coping. The samples included in the research were 329 French soccer referees as the subject of this study. Investigator has used state anxiety inventory -2 for anxiety and ways of coping checklist for coping administrated 3 times over an entire competitive season. The analysis of referees for officiating a football game requires a self-regulation process to implement ideographic interventions to bring better adoptions to the competitive requirements.

AGGRESSION

Farahani, M., & Zare, S. E. (2018) revealed the cognitive-behavioural interventions improved satisfaction by reducing aggression levels. Nursing is one of the most stressful jobs. High aggression levels, low job satisfaction and early desertion are counted its problems. Present study investigated the effectiveness of cognitive - behavioral anger - management training on psychiatric hospital nurses. It was a semi - experimental study, with pretest - posttest and control group design. The population of study included nurses working in a psychiatric hospital in Tehran and sample group was 44 nurses selected by convenience sampling method. Data collected by Ahvaz aggression inventory (AAI) and job satisfaction questionnaire (JSQ). After pretest the experimental group participated in 4 weekly sessions during a month. Then posttests were accomplished. Obtained data were analyzed by covariance analysis method and SPSS - 20 software. The present study showed significant effectiveness of anger - management training on aggression ($F = 26.750$, $P \leq 0.001$) and job satisfaction ($F = 6.071$, $P < 0.05$. According to findings, anger - management training should be applied in psychiatric hospitals as stressful occupational environments to reduce aggression and improve job satisfaction of nurses.

Sunaryo, S. et al. (2017) studied the Job satisfaction did not mediate aggression in some contexts due to external stressors. This research aims to analyze the role of individual characteristics (negative affectivity and self-determination) and situational factors (distributional fairness, procedural fairness, and job satisfaction) in influencing aggression in the workplace. A survey was conducted with 89 respondents in a manufacturing company in Surakarta. Multiple regressions were used to analyze the data. The results show that negative affectivity and procedural justice influence aggression in the workplace significantly. However, self-determination, distributional justice, and job satisfaction do not affect workplace aggression. It probably comes up due to certain cultural factors found in Eastern society.

Grizzle, T. L. (2016) found a strong inverse relationship between aggression and satisfaction. Workplace aggression incidents are increasing and, thus, becoming more difficult to address in the United States. Health care workers in particular are at an increased risk of burnout compared to

individuals working in other occupations. The purpose of this quantitative correlational study was to investigate the propensity for workplace aggression among health care professionals and the association between job satisfaction and the propensity for workplace aggression. The conservation of resources theory was used to frame the study. The Work Environment Scale and the Conditional Reasoning Test of Aggression were used to collect data from 89 mental health clinicians, nurses, and technicians employed at 2 metro Atlanta hospitals. Findings indicated no correlation between workplace aggression and job satisfaction among mental health workers. Findings also indicated no higher propensity for workplace aggression among frontline workers (nurses and technicians) than among other mental health workers. However, findings revealed that employees with more years of service had a higher propensity for workplace aggression. Implications for social change include enhancing the capacity of mental health workers to handle the emotional and physical demands of the job.

Jaradat, Y. et al. (2016) revealed aggression had a stronger correlation with dissatisfaction than physical violence. To determine the prevalence of workplace aggression among Palestinian nurses in the Hebron district and to examine cross-sectional associations between exposure to workplace aggression and the occurrence of psychological distress and job satisfaction of 372 nurses eligible for the study, 343 were included (response rate of 92.2%). The sample comprised 62% females and 38% males. The participants responded to questions about their socio-demographic status, workplace aggression (WHO questionnaires), psychological distress (General Health Questionnaire, GHQ-30), and job satisfaction (Generic Job Satisfaction Scale). Ninety-three (27.1%) of the respondents reported exposure to workplace aggression of any kind. Seventeen (5%) reported exposure to physical aggression, 83 (24.2%) reported exposure to verbal aggression, and 25 (7.3%) reported exposure to bullying. The patients and the patients' relatives were the main sources of physical and verbal aggression, whereas colleagues were the main source of bullying. Males reported a higher prevalence of bullying than females. Younger nurses reported a higher prevalence of exposure to physical aggression, verbal aggression and bullying. Verbal aggression was associated with more psychological distress. Bullying was associated with lower job satisfaction. more than a quarter of the nurses reported that they had been subject to some sort of aggression at the workplace. Verbal aggression was associated with higher psychological distress.

Workplace bullying was associated with lower job satisfaction. Increased awareness and preventive measures to address this problem among health care workers are warranted.

Tummers, L. et al. (2016) *Public Sector Aggression and Satisfaction.* Public employees facing aggression experienced lower engagement and satisfaction. Public employees are often confronted with aggression from citizens, managers and colleagues. This is sometimes a function of having a monopoly position of many public organizations. As a result, citizens cannot opt for alternative providers when not served well. This could give rise to aggression. Furthermore, increased budget cuts might give rise to higher stress, workload and consequential aggression at times. This paper analyzes articles on workplace aggression, both the three articles of this special issue and more broadly. The purpose of this paper is to provide researchers with methodological and theoretical future research suggestions for new studies on workplace aggression. Approach – Literature review. Findings – By taking new methodological and theoretical routes, scholars can contribute to the analysis and potential solutions concerning workplace aggression in the public sector. First, the authors advise researchers to move beyond cross-sectional surveys. Instead, diary studies, longitudinal studies and experimental methods (such as randomized control trials) should be increasingly used. Furthermore, scholars can focus more on theory development and testing. Future studies are advised to connect workplace aggression to theoretical models (such as the Job Demands-Resources model), to theories (for instance social learning theory) and to public administration concepts (such as public service motivation and trust in citizens). Originality/value – This is one of the few articles within the public management literature which provides new methodological and theoretical directions for future research on workplace aggression.

CHAPTER – III

METHODOLOGY

This chapter outlines the methodology adopted for conducting the present study. It includes the procedures used for the selection of subjects, selection of variables, choice of criterion measures, tools for data collection, administration of tests, research design, and the statistical techniques used for data analysis.

SELECTION OF SUBJECTS

The success of any psychological research largely depends on the appropriate selection of subjects who are relevant to the objectives and scope of the study. In the present investigation, the focus is on understanding the relationship between selected psychological variables—namely **Job Stress**, **Job Anxiety**, and **Aggression**—and **Job Satisfaction** among employees recruited under the **sports quota** in government organizations. For this purpose, a total of **200 male sportspersons** will be selected as the sample population.

The selection will be made using the **purposive sampling technique**, a non-probability sampling method that allows the researcher to select individuals who are most suited for the purpose of the study. This method is considered suitable because it enables the researcher to specifically target individuals who meet well-defined inclusion criteria and are best able to provide relevant and reliable data for the research problem being addressed.

The participants will be drawn from two major government organizations that actively recruit under the sports quota: the **Indian Railways** and the **Indian Defence Services**. These two institutions were chosen due to their long-standing history of employing sportspersons and their contrasting organizational environments—Railways being largely administrative and transport-oriented, and Defence being regimented and discipline-focused.

To ensure consistency and homogeneity in the sample, the following **inclusion criteria** will be applied:

- Only **male sportspersons** appointed under the **sports quota** will be included.

- Subjects must be **currently employed** in either the Indian Railways or the Defence Services.
- They must have a **minimum of five years of continuous service** in their current organization to ensure they have had sufficient time to adjust to the organizational environment.
- Participants must fall within the **age range of 30 to 50 years**, an age group that typically reflects maturity, professional experience, and psychological stability.
- All participants must be **mentally fit** and free from any known psychological disorders or physical disabilities that could interfere with questionnaire-based assessments.

This defined group was selected to ensure the reliability and applicability of the findings. It is assumed that within this specific age and experience bracket, the subjects will have had adequate exposure to the working environment, interpersonal dynamics, organizational expectations, and psychological demands of their roles—thereby making their insights into job stress, anxiety, aggression, and satisfaction more meaningful and valid for comparison.

The final sample will consist of an equal or approximately equal representation of sports quota employees from both organizations to facilitate a **balanced comparative analysis**. Prior to participation, informed consent will be obtained from each subject, and they will be assured of the confidentiality of their responses and the voluntary nature of their involvement in the research.

SELECTION OF VARIABLES

The selection of appropriate variables is a crucial step in designing any scientific investigation, as it directly influences the accuracy, scope, and relevance of the findings. In the present study, the variables have been selected with the intention of examining the psychological factors that affect **job satisfaction** among sportspersons employed under the **sports quota** in two major government organizations: the **Indian Railways** and the **Defence Services**. After an in-depth review of related literature, thorough discussions with experts in the field of sports psychology and occupational behavior, and careful consideration of the researcher's own professional understanding and feasibility constraints, the following **four psychological variables** have been selected:

1. Job Stress (Occupational Stress)

Job stress refers to the mental and emotional strain experienced by individuals when they perceive that the demands of their job exceed their personal and professional coping resources. In high-structure environments such as Railways and Defence services, job stress may arise from rigid schedules, heavy workloads, limited autonomy, and hierarchical systems. It is an essential variable for understanding how external job-related pressures affect psychological well-being and job satisfaction.

2. Job Anxiety

Job anxiety is characterized by persistent worry, nervousness, and apprehension regarding job security, performance expectations, evaluation, or interpersonal relations within the workplace. It is more internal and future-oriented than job stress, often reflecting an employee's emotional response to perceived threats to their role or professional identity. For sportspersons adjusting to new roles in administrative or regimented settings, job anxiety can have a direct impact on mental health and satisfaction.

3. Aggression

Aggression in the workplace refers to behaviors or attitudes reflecting hostility, irritability, or frustration, which may be directed towards co-workers, superiors, or the organization itself. It may manifest as verbal outbursts, passive resistance, or open conflict. For athletes who are accustomed to high-intensity, emotionally charged environments, transitioning into formal organizational structures may result in heightened levels of aggression, especially if they feel underutilized or emotionally disconnected from their work.

4. Job Satisfaction

Job satisfaction is the dependent variable in this study. It reflects the degree of contentment, emotional fulfillment, and positive engagement that an employee feels in relation to their job. Job satisfaction is a crucial determinant of motivation, productivity, organizational loyalty, and mental health. Understanding how it is influenced by psychological factors such as stress, anxiety, and

aggression can provide deep insights into the challenges faced by sports quota employees and the support systems needed to enhance their professional well-being.

JUSTIFICATION FOR SELECTION

These variables have been chosen not only because of their strong conceptual relevance but also due to their frequent appearance in previous empirical studies focusing on workplace psychology, especially in high-pressure or transition-based roles. Moreover, they collectively provide a comprehensive framework for assessing both the **internal psychological states** (anxiety and aggression) and **external pressures** (job stress) that may shape overall job satisfaction. Their inclusion enables a multidimensional understanding of how sportspersons adapt psychologically to new work environments and how their past athletic identity interacts with their present professional responsibilities.

ANALYSIS OF JOB ANXIETY

For the variable **Job Anxiety**, a structured statistical approach will be applied to understand and compare anxiety levels among sports quota employees in the **Indian Railways** and **Defence Services**. Initially, **descriptive statistics** including the **mean, median, standard deviation, minimum, maximum, and range** will be calculated for both groups to gain an overview of the distribution and intensity of job-related anxiety. Following this, a **normality test**, specifically the **Shapiro-Wilk test**, will be conducted to assess whether the data follows a normal distribution. In addition, **skewness and kurtosis values** will be examined to support the normality check. Based on the outcome of the normality test, an appropriate **inferential statistical test** will be selected. If the assumption of normality is met, an **independent samples t-test** will be conducted to compare the mean levels of job anxiety between the Railway and Defence employee groups. This test will determine whether any observed difference is statistically significant at the **0.05 level of significance**. I

SELECTION OF TOOLS

The selection of standardized psychological tools is essential for obtaining valid, reliable, and objective data. In this study, the researcher has chosen four well-established instruments, each of which is widely used in psychological assessments and backed by strong psychometric properties.

These tools were selected based on their relevance to the study variables—**Job Stress**, **Job Anxiety**, **Aggression**, and **Job Satisfaction**—as well as their successful application in previous research within Indian organizational and occupational settings.

1. Occupational Stress Index (OSI)

Developed by: *Dr. A. K. Srivastava and Dr. A. P. Singh*

Purpose: To measure the extent of stress an employee perceives in his/her work environment.

The **Occupational Stress Index** is one of the most extensively used tools for measuring job-related stress in Indian organizations. It evaluates the degree to which specific components of a job situation are perceived by employees as stressful. The scale consists of **46 items**, each rated on a **5-point Likert scale** ranging from "Strongly Agree" to "Strongly Disagree."

The items are distributed across **12 sub-dimensions**, which represent different facets of occupational stress, including:

- Role Overload
- Role Ambiguity
- Role Conflict
- Group and Political Pressure
- Responsibility for Persons
- Under-participation
- Powerlessness
- Poor Peer Relations
- Intrinsic Impoverishment
- Low Status
- Strenuous Working Conditions
- Unprofitability

Each sub-dimension explores a different cause or trigger of stress, making the tool holistic and multidimensional. Higher scores indicate higher perceived occupational stress.

Reliability and Validity:

The OSI has demonstrated **high reliability** (Cronbach's alpha above 0.85) and **construct validity** through factor analysis and inter-correlation of sub-scales. It is particularly suited for use in studies of Indian professionals due to its cultural sensitivity and contextual relevance.

2. Job Anxiety Scale (JAS)

Developed by: *Dr. A. K. Srivastava and Dr. M. M. Sinha*

Purpose: To assess anxiety specifically related to job situations and workplace pressures.

The **Job Anxiety Scale** is a specialized tool designed to capture the **workplace-induced anxiety** experienced by employees. It contains **80 items**, each with a **Yes/No response format**. The scale measures the degree of worry, fear, and unease employees feel regarding their job roles, performance evaluations, job security, interpersonal relations, and future career prospects.

The items cover several dimensions of job-related anxiety, such as:

- Performance Pressure
- Communication Difficulties
- Organizational Insecurity
- Fear of Failure
- Role Expectations
- Emotional Exhaustion

Scoring: Each affirmative response indicates the presence of anxiety in that area and is scored accordingly. The total score reflects the overall level of job-related anxiety, with higher scores indicating greater anxiety.

Reliability and Validity:

The JAS demonstrates high internal consistency (with reliability scores above 0.90) and has been **validated in Indian organizational contexts**, making it appropriate for assessing sportspersons transitioning into formal work roles.

3. Buss–Perry Aggression Questionnaire (BPAQ)

Developed by: Arnold H. Buss & Mark Perry (1992)

Purpose: To assess individual differences in aggression through a multidimensional framework.

The **Buss–Perry Aggression Questionnaire (BPAQ)** is one of the most widely accepted standardized psychological tools used for measuring aggression. Originally developed in 1992, the scale is based on earlier work by Buss and Durkee and represents a refined structure that captures aggression across multiple behavioral and emotional domains. The scale consists of **29 items**, each rated on a **5-point Likert scale** ranging from "Extremely Uncharacteristic of Me" (1) to "Extremely Characteristic of Me" (5).

The BPAQ includes four primary dimensions:

1. **Physical Aggression** – Reflects the tendency to use physical force as a means of expressing anger or dominance.
2. **Verbal Aggression** – Assesses the use of language to express hostility or frustration.
3. **Anger** – Captures the emotional and physiological arousal component associated with aggression.
4. **Hostility** – Represents feelings of ill will, resentment, and suspicion toward others.

Each subscale provides insights into different aspects of aggressive behavior, allowing for a **comprehensive psychological profile** of an individual's aggression tendencies. The total aggression score is the sum of all subscale scores, offering a global estimate of one's aggression level.

Scoring System:

Each item is rated from 1 to 5. Certain items are reverse scored, ensuring balance and minimizing response bias. The total possible score ranges from 29 to 145, with **higher scores indicating greater aggression**.

Reliability and Validity:

- **Internal consistency**: The BPAQ has demonstrated **high Cronbach's alpha values**, typically above **0.80** for the total scale and its subscales.
- **Test-retest reliability** is also robust, confirming the stability of aggression as a psychological trait.
- The scale has been widely used across cultures and has been validated in both clinical and non-clinical populations, including **occupational, sports, and military settings**.

While originally developed in a Western context, the BPAQ has been successfully used in **Indian psychological research** with appropriate cultural adaptations. It is highly applicable to this study's sample of sportspersons, particularly given their backgrounds in competitive, high-intensity environments where expressions of aggression may vary post-transition into organizational settings.

4. Job Satisfaction Scale (JSS)

Developed by: *Dr. Amar Singh and Dr. T. R. Sharma*

Purpose: To measure overall job satisfaction across different aspects of one's employment experience.

The **Job Satisfaction Scale** is a comprehensive tool developed specifically to evaluate the **level of satisfaction** an employee experiences in relation to their job roles, responsibilities, environment, and interpersonal interactions. The scale contains **30 items**, each rated on a **5-point Likert scale**, with options ranging from "Very Satisfied" to "Very Dissatisfied."

The JSS measures job satisfaction across key dimensions such as:

- Pay and Promotion Opportunities
- Work Environment and Conditions
- Relationship with Supervisors and Peers
- Recognition and Reward Systems
- Role Clarity and Role Fit
- Organizational Policies and Support

Scoring: Higher total scores on the scale indicate higher levels of job satisfaction. The scale enables comparison across departments, roles, or demographic groups (e.g., between Railways and Defence employees).

Reliability and Validity:

The tool exhibits **high internal consistency** (Cronbach's alpha > 0.85) and excellent **face and content validity**, having been widely used in both public and private sector studies in India.

STATISTICAL ANALYSIS

All statistical procedures will be carried out using **SPSS software (version 23)**. SPSS is a powerful analytical tool that supports both descriptive and inferential statistical techniques. The **level of significance** for all tests is set at **0.05 (α = 0.05)**, which is a standard threshold in behavioral sciences. If the **p-value** obtained in any test is **less than 0.05**, the result will be considered **statistically significant**, indicating a low probability that the result occurred by chance.

1. Descriptive Statistics

Descriptive statistics such as **mean**, **median**, **standard deviation**, **range**, **minimum**, and **maximum** will be calculated for each variable (Job Stress, Job Anxiety, Aggression, and Job Satisfaction). This will provide:

- A **profile of psychological variables** for sportspersons in Railways and Defence.

- A comparison of **central tendencies and variability** across the two organizational groups.
- An understanding of the **overall distribution and nature of the data**.

2. Normality Testing

To determine whether parametric tests (such as the t-test) are appropriate, normality tests will be conducted using:

- Shapiro-Wilk Test
- Skewness and Kurtosis Values
- Histogram and Q-Q Plots for visual assessment

If data significantly deviates from normality, **non-parametric alternatives** such as the **Mann-Whitney U test** may be employed.

3. Analysis of Job Anxiety

To specifically analyze the variable **Job Anxiety**, the following procedure will be used:

1. **Descriptive Statistics**

   Calculate the **mean, standard deviation, range, and distribution shape** of Job Anxiety scores for both Railway and Defence employees.
2. **Test of Normality**

   Conduct the **Shapiro-Wilk test**, along with examining **skewness** and **kurtosis**, to determine whether the anxiety data follows a normal distribution in both groups.
3. **Independent Samples t-test**

   If normality is confirmed, an **independent samples t-test** will be used to assess whether there is a **statistically significant difference** in mean anxiety levels between Railway and Defence employees.
4. **Interpretation**

The **p-value** will be used to determine significance at $\alpha = 0.05$. A $p < 0.05$ will indicate a significant difference in anxiety levels between the two organizational groups.

4. Analysis of Job Stress

To analyze the variable **Job Stress**, the following statistical procedures will be employed:

1. **Descriptive Statistics**

   Summary statistics including **mean**, **standard deviation**, **minimum**, **maximum**, and **range** will be calculated separately for Railway and Defence employees. This will provide a basic understanding of the **central tendency** and **spread** of occupational stress in each group.

2. **Test of Normality**

   The **Shapiro-Wilk test** will be conducted to examine the normality of the Job Stress data distribution for both groups. In addition, **skewness and kurtosis values** will be evaluated, and **histograms** and **Q-Q plots** will be visually inspected to support this assessment.

3. **Independent Samples t-test**

   If the data is normally distributed, an **independent samples t-test** will be conducted to determine whether there is a statistically significant difference in **Job Stress** between Railway and Defence employees. If normality is not met, the **Mann-Whitney U test** will be used as a non-parametric alternative.

4. **Interpretation**

   A **p-value < 0.05** will indicate a significant difference in Job Stress levels between the two groups, suggesting that organizational context may impact how employees experience stress.

5. Analysis of Aggression

The following procedure will be used to analyze the **Aggression** levels of sports quota employees:

1. **Descriptive Statistics**

   The **mean**, **standard deviation**, **range**, and **distribution shape** of Aggression scores will be calculated for both Railway and Defence groups to understand group-wise tendencies in aggressive behavior.

2. **Test of Normality**

   The **Shapiro-Wilk test** will be used to assess the normality of the data. Additionally, **skewness and kurtosis values**, along with **visual tools** (histograms and Q-Q plots), will help determine the suitability of using parametric tests.

3. **Independent Samples t-test**

   If the assumption of normality is satisfied, an **independent samples t-test** will be applied to examine whether there is a **statistically significant difference in aggression levels** between the two organizational groups. If not, a **Mann-Whitney U test** will be used.

4. **Interpretation**

   A **p-value less than 0.05** will confirm that aggression levels differ significantly between Railway and Defence employees, potentially pointing toward environmental or cultural factors in each institution.

6. Analysis of Job Satisfaction

The analysis of **Job Satisfaction**, the primary **dependent variable** of the study, will follow the same robust statistical framework:

1. **Descriptive Statistics**

   Compute the **mean**, **standard deviation**, **minimum**, **maximum**, and **range** for Job Satisfaction scores in both groups to summarize and compare their general level of contentment and professional fulfillment.

2. **Test of Normality**

   Use the **Shapiro-Wilk test** to test the assumption of normality, supported by skewness and kurtosis indices and visual tools such as **histograms** and **Q-Q plots**.

3. **Independent Samples t-test**

If data is normally distributed, apply the **independent samples t-test** to assess whether there is a **statistically significant difference** in Job Satisfaction levels between Railway and Defence employees. If not, switch to the **Mann-Whitney U test**.

4. **Interpretation**

   A **significant p-value (< 0.05)** will indicate meaningful differences in Job Satisfaction between the two groups, shedding light on how organizational structures and cultures influence emotional engagement and fulfillment at work.

Any other statistical tool may be applied if required.

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Certificate

I hereby declare that the short synopsis "A COMPARATIVE STUDY OF SELECTED PSYCHOLOGICAL VARIABLES AND JOB SATISFACTION AMONG THE PLAYERS APPOINTED IN DIFFERENT ORGANISATIONS UNDER SPORTS QUOTA" being submitted for the degree of Doctor of Philosophy in Physical education to Lakshmibai National Institute of Physical Education, Gwalior during the academic year 2020-21, is a Bonafide record of original work carried out under the supervision of Dr. Bharat Verma and has not been submitted in full or part to any other university or institute for a degree or diploma.

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